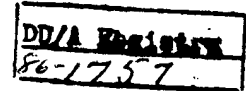


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16 October 1986



MEMORANDUM FOR: Executive Director

FROM: William F. Donnelly  
Deputy Director for Administration

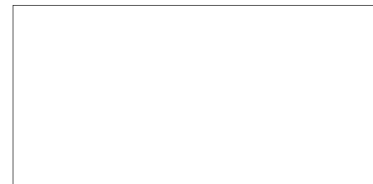
SUBJECT: Fall Conference on Agency Priorities

REFERENCE: Your Memo of 27 August 1986, Same Subject

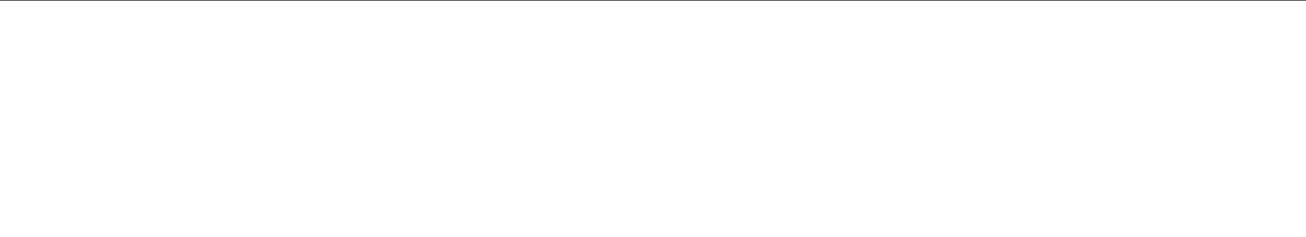
1. If the Directorate of Administration is to provide the required stage and props for the rest of the Agency's activities in the 1989-93 time frame, we must complete our ongoing investment programs and concentrate new initiatives in the priority areas of upgrading and recapitalizing Agency-wide ADP and communications facilities and capabilities; enhancing the security of our people and operations; and recruiting and retaining our people.

2. ADP Capabilities. In the ADP area, we are overdue in building an Agency Corporate Data Base and must do so quickly. We also need a strong, coordinated Agency-wide effort to improve data processing and storage and retrieval capabilities for foreign and domestic field components. Artificial intelligence technology will be essential in the nineties to free up our most critical resource -- people -- and to capture and approximate the expertise of our more highly trained and skilled employees. We must be willing to make the necessary investments in staff resources, consulting services and hardware and software infrastructure to exploit this technology. Finally, the Agency is quickly approaching a data storage crisis. We must invest in new storage technologies as well as investigate archiving strategies to help us manage our burgeoning storage requirements.

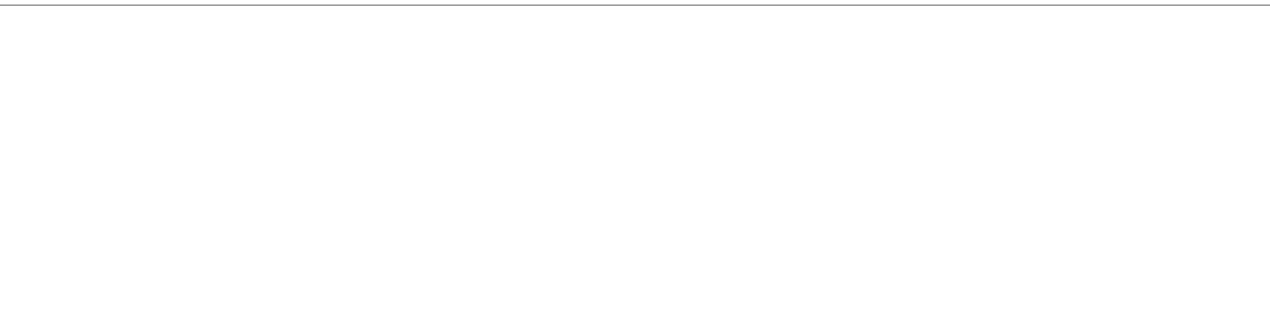
3. Communications Capabilities. In the communications realm the Washington area communications network needs to be redesigned and significantly upgraded. We must begin the resource planning now if we are to meet anticipated requirements by the early nineties to move new and more complex types of data. To ensure circuit flexibility and diverse data routing, we also must move toward a nodal network for the entire domestic area.

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4. To prevent the need for another foreign communications network recapitalization effort, we need to develop and fund an orderly equipment replacement program to ensure replacement of all obsolete equipment throughout the network on an as needed basis. We must be willing to make a long-term commitment to implement the Communications Command and Control Intelligence initiative to automate the monitoring and management of the foreign network or it will collapse. We also must carry out what is now a 1990 Wideband Network capability new initiative to address the expected shortfall in bandwidth availability in the late eighties if we are to satisfy customer and policymaker demands. The Agency must get on with the tough task of developing



5. Security. As we maintain ongoing efforts to enhance personnel and technical security programs, we must increase resources devoted to research in the polygraph area. We also must revitalize our industrial security program, which has diminished to an alarming degree because of lack of resources. We need to supplement our counterterrorism efforts by developing new procedures, policies, and technologies to protect Agency personnel and facilities from terrorist acts. We also need to supplement traditional counterintelligence and security countermeasures programs with comprehensive, multidisciplinary assessments of vulnerabilities and hostile intelligence threats to our facilities and operations. These assessments would then lead to recommendations and actions to beef up our defensive counterintelligence activities.



7. Recruitment and Retention. The Agency must have a flexible, responsive recruitment process that produces the right number and mix of employees to meet the needs and constant changes in our intelligence mission. We are taking a hard look at our entire recruitment processing system to

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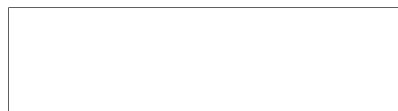
identify adjustments needed to ensure both a balanced flow of new employees as well as a surge capability to meet ad hoc special requirements without throwing the entire system out of balance. Some additional resources and/or a realignment of existing resources will be required to fine tune our existing system for the 1990s.

8. We must develop an aggressive "retraining" program to keep pace with technological change and ensure a productive, flexible workforce. To enhance and broaden the perspective of mid-level officers, we should expand the number of officers attending full-time university programs and assign more officers to leading university faculties to conduct research, teach, and represent the Agency at these universities. In addition, to meet priority Agency needs, we must enhance and adequately fund a number of training activities already underway: computer training, foreign language training, secretarial training, the Soviet Realities Institute, and leadership training.


9. By the 1990s we should be able to supplement a new compensation system with imaginative, tailored benefit packages to be more competitive with private industry in retaining our people. Possibilities might include availability of the Day Care Center, temporary housing assistance for new employees and broadened insurance programs.

10. Shared Funding. I would like to note an area of concern with significant potential impact on our communications resource planning -- the NSDD-201 mandate that members of the National Communications System share funding of that system on a pro rata basis. Our initial share in FY 1988 was reduced to \$20 thousand but additional out year costs will be added and cannot be estimated at this time.

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William F. Donnelly

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